ACCENTURE

Federal Government Client Group

Department of Education

SFA Modernization Partner Program

e-Audit Project

PROJECT PLAN (Vision Document)

Version 1.1

February 25, 2002

TABLE OF CONTENTS

1.0   INTRODUCTION

1.1   Project Plan (Vision Document) Overview

This Project Plan applies to the project entitled e-Audit. The Project Plan is required reading of all team members and serves as a guideline for defining, measuring, and monitoring commitment to quality by all team members of the e-Audit Project.

1.2   Project Overview

This initiative is designed to provide a paperless, single-point of receipt and access for financial statements and compliance audits for institutions participating in Student Financial Aid Title IV programs. The Electronic Audited Financial Statements (EAFS) & Compliance Reports application will reduce the cycle-time required to collect and process financial statements and compliance audits from more than 8,500 proprietary, non-profit, and public institutions. The application will enhance the ability of Case Teams and the Document Receipt and Control Center (DRCC) to accurately record and report status of school reporting; therefore, addressing concerns listed in a recent GAO audit. The quality of SFA service to institutions will also be improved by this application via the timely acceptance and processing of the audited financial statements and compliance reports.

1.3   Responsibility for the Plan

The Project Plan was prepared by the Project Manager, who is also responsible for updating it for any significant changes in its contents such as:

- Office-to-Office arrangements
- Project scope
- Project methods, standards, and approach
- Quality Plan

The initial issue of this Project Plan, and all major versions, are to be reviewed and approved by the Engagement Partner. The most up-to-date version is available in electronic format in the e-Audit Project directory, on the e-project website and is accessible to all e-Audit Project team members, project management, and the Quality Assurance Manager.

2.0 DELIVERABLES

The following deliverables will be prepared and submitted within the Vision and Definition phases of the e-Audit effort. References to detail design or testing documentation will be updated as required upon contract award of the detailed design and implementation phase of the e-Audit project.

Phase, Stage or Task Package	Deliverables	Deliverable to client?	Owner
Vision	86.1.1 Project Plan (Vision Document)	Yes	Gene Murphy
Definition	86.1.2 Requirements Document	Yes	Carrie Marks
Definition	86.1.3 Preliminary Design	Yes	Carrie Marks

3.0   PROJECT TIMETABLE AND SCHEDULE MONITORING

3.1   Project Workplan

The project workplan with schedule is referenced as an attachment in the Overall Project Plan Composite in Appendix A.

3.2   Project Timetable

The e-Audit System is currently contracted to perform the Vision and Definition phases of system implementation only at this time.   Key dates include

- Project Kickoff - January 16, 2002

- Baseline of Requirements – March 20, 2002

- Preliminary Design – May 15, 2002

- Price and Schedule for System Implementation and Deployment – May 15, 2002

Upon the completion of Phase I activities, it is believed that e-Audit will transition into full system development.   Anticipated deployment to a select set of "Early Adopter " schools will be in November of '02. Full deployment to all schools is anticipated in early '03.

3.3   Tools

Microsoft Project is used to monitor project progress by using tracking the baseline plan versus % completes to indicate whether the project is meeting its target schedule and budget.

eProject is used to store, share, and manage e-Audit documentation.

3.4   Inputs

Percent completes for tasks are reported by responsible parties at the end of each week. Time reporting documents (T-Docs) are prepared by all Mod Partner project team members at the end of each week. An exception is made for KPMG resources who provide support to this effort via a fixed price contract. The T-Doc records the actual hours spent by project team members on their assigned tasks.

3.5   Schedule Monitoring Processes

Microsoft Project is updated bi-weekly with percent completes and workday analysis metrics are generated based on these updates. T-Docs are submitted to the immediate supervisor for review and approval. Project budget and schedule are tightly managed and reported in status metrics.

3.6   Reports

The following table shows the project management reports generated. Reports are generally posted onto the e-Audit Project e-Project file repository. The individuals listed in the distribution list are informed of the availability of the reports through Lotus Notes.

Description/Contents	Frequency/ Schedule	Distribution
Project Monthly Status Report	Monthly	Client, PMO
Project Team Status Report	Bi-Weekly	Team, Project Partner, PMO, Client

Team Leader Report (via discussion; no formal status report required)	Weekly	Project Manager

4.0 PROJECT METRICS

The following table summarizes the metrics by which the project will be managed and controlled. These measurements will be used to determine and identify problem areas, and will be the basis for further investigation and analysis. Project management meetings, team meetings, and quality sessions will be conducted to then develop action plans to address the identified problems and issues. For deviations from project specified thresholds, refer to Section 10.2 for specified corrective actions. Corrective actions will be tracked via the project's status reporting process.

Criteria	Metric Name	Unit	Threshold	Project Goal/ Planned	Calculation
Scope	Scope Change Requests	Percent	<10%	0%	(# of approved scope change requests)/(total # of baseline requirements)
Process Quality	Quality and Timeliness of Reviews (QTR)	Percent	<70%	100%	(#of deliverables reviewed – both peer and SQA))/(# of deliverables scheduled for delivery)*100
Product Quality					
	Revisions	Number	Greater than project goal	0	# of Revisions required per deliverable
Schedule	Timeliness of Deliverables	Percent	<90%	100%	(# of deliverables submitted on time)/(total # of deliverables due to date)*100
Effort					
	Productivity	Percent	Within 10%	Within 5%	Hours expended per deliverable vs. planned per deliverable
	Overtime	Percent	> 10%	<5%	(Overtime Hours Worked / Total Hours Worked) * 100
Management	Risk Management Effectiveness	Percent	<5%	0	(# of risks realized)/(total # of risks)
Cost	Cost Variance	Number	Within 5% of BCWP	0	BCWP - ACWP

5.0 ORGANIZATION

Randy Wolff
Client Manager

Gene Murphy
Mod Partner
Project Manager

Bob Swab
Business Advisor
(Solution Architect)

Development
Manager

Maja Dragnic
(P/T)
Project Support
(CM/IV&V)

Carrie Marks
Functional
Manager
(Design & Test)

J'Melle Hargove
Business Expert

*ITA Team
(P/T)*
Systems Engineer

*BUS Team
(P/T)*
MQ Series
Engineer

Technical Writer

Development
Lead

Kelly Sweet
Business Analyst
Case Resolution

*Heather
Towhidian*
Business Analyst
Data Entry and
Receipt

Reports
Developer

Application
Developer

Seth Sinclair
Business Analyst
Financial and
Compliance
Review

*Maja Dragnic
(P/T)*
Business Analyst
Assistant

Application
Developer

Application
Developer

WEB Designer &
Content
Developer

5.1   Project Continuity

Accenture strives to provide continuity of key personnel across all phases of a project's lifecycle. This helps ensure scope containment between the original requirements outlined, discussed, and documented during the proposal process are adhered to in development and delivered. To facilitate this continuity the following individuals, currently members of the e-Audit team, were members of the e-Audit proposal team:

Gene Murphy – Project Manager

Randy Wolff- Client Project Manager

Bob Swab- Business Advisor

J'Melle Hargrove- Business Expert

The following people were brought on during the transition between the proposal effort and the design phase:

Carrie Marks – Functional Lead

Heather Towhidian – Business Analyst

Kelly Sweet- Business Analyst

Seth Sinclair- Business Analyst

Maja Dragnic- Business Analyst

Towards the middle of the design phase the Development Manager will be brought on to assist in gathering technical requirements. The Development team will be assembled towards the end of the design phase and will consist of the following resources:

TBD- Development Manager

TBD- Systems Engineer

TBD- MQ Series Engineer

TBD- Technical Writer

TBD- Development Lead

TBD- Reports Developer

3 TBD- Applications Developers

TBD- Web Designer and Content Developer

5.2   Project Roles and Responsibilities

The following are roles and responsibilities defined for the e-Audit Project:

5.2.1   Engagement Partner

Steve Shane

The Engagement Partner has overall responsibility for the work Accenture performs at the project.
- Set overall policy direction for client engagements
- Review status reports
- Oversee contract and financial management of one or more client engagements
- Monitoring engagement budget and financial status
- Act as senior client liaison and providing client relationship management
- Communicate with client executive management to ensure critical issues are addressed and negotiate commitments
- Provide expert guidance to projects in industry and functional areas
- Provide guidance/direction on contract, task order, and/or work request issues
- Remain current on the status of the engagement and provide guidance as necessary
- Ensure engagement adheres to Accenture standards for client engagements and client relationships
- Participate in quality activities such as Client Quality Management Assessment (CQMAs)
- Review and approve management deliverables, including the Project Plan

- Review and address risks
- Review and address escalated issues, particularly those raised by the client or users
- Determine the course of management action in cases where quality, cost or delivery dates are jeopardized
- Approve changes in commitments such as scope or schedule
- Approve staffing decisions of key team positions (manager and up)

5.2.2   Client Quality Management Assessment (CQMA) Partner

Accenture Partner – Jimmy Harris

The CQMA Partner is an external, objective Accenture Equity partner who has vast client engagement experience. He/She is an advisor to the Engagement Team to help them achieve success for the client and Accenture. Some CQMA Partners may choose to include outside experts.

- Provide expert guidance to projects in industry and functional areas
- Remain current on the status of the engagement and provide guidance as necessary
- Ensure engagement adheres to Accenture standards for client engagements and client relationships
- Review management deliverables and processes, including the Project Plan
- Review process for resolution/ escalation of issues, particularly those raised by the client or users
- Conduct the CQMA at regular intervals to assess project quality

5.2.3   Project Manager

Gene Murphy

The Project Manager is the Task Order lead and is responsible for:

- The Success of the Project
- Providing overall guidance and direction to the project
- Tailoring organizational processes
- Tracking work performed by the project team
- Developing, implementing, and maintaining (keeping up to date) the Project Plan, which includes not only the workplan, but also other guiding documentation such as quality plan, configuration management plan (e.g., enforcing baselines), risk management, change control and status reporting procedures
- Implementing project management processes such as scope management/ change control, risk management, quality management, and configuration management according to the project plan
- Reviewing lower level work plans and making sure these rollup to the overall project plan
- Managing the success metrics defined by the project
- Preparing weekly project status reports
- Attending project team meetings
- Representing the project in client meetings to report progress and communicate issues and risks that will impact schedule
- Clarifying issues and questions on requirements
- Resolving issues, or raising them to the level where they can be solved

- Negotiating changes to commitments
- Reviewing deliverables for completeness and quality of solution
- Accountable for the coordination of SQA and implementing metrics and processes for improving the quality of deliverables
- Developing personnel (skills, career, etc.) on project
- Preparing performance evaluations for team members with direct reporting to them
- Participate in quality activities such as Best Practice Reviews, SQAs, peer reviews, design and code reviews as necessary
- Creating team guidance: Developers Guide and Orientation Binder
- Identify and escalate risks

5.2.4 Team Leaders

Carrie Marks, Functional Lead

TBD, Development Lead

The Team Leaders are responsible for supervising designers and programmers within the project. The team leader aids programmers in design implementation, functional knowledge, training and documentation. The Team Leader is also responsible for:

- Managing team's tasks in the project plan
- Planning the development of the project deliverables and tracking & managing the development effort
- Implementing project management processes such as scope management/ change control, risk management, quality management, and configuration management (enforcing CM procedures) according to the project plan
- Ensuring that team members receive the training needed to perform their tasks
- Tracking and reporting status for all team members
- Ensuring that the ETCs and target dates are updated in the workplan
- Preparing team status reports
- Attending project and team status meetings to report progress and discuss issues and risks that will impact schedule
- Ensuring that designers and programmers meet all targeted metrics that define success
- Identifying the reasons for any budget or schedule variance
- Conducting design reviews prior to programming
- Reviewing all SIRS, User Designs, specifications and requirements to ensure accuracy and completeness, and confirm or re-estimate the budget
- Facilitating the discussion and resolution of design/programming/functional issues with the client or the project manager as appropriate
- Ensuring that team members are trained within the specific functional areas
- Preparing evaluations for team members
- Participate in quality activities such as SQAs (reviewing developer deliverables), peer reviews, design and code reviews as necessary
- Conducting periodic audits of configuration management practices for their respective teams
- Executing project-to-project working groups for coordination
- Building consensus and awareness among project members

- Ensuring that new team members understand that they need to read the Project Plan as part of their orientation

5.2.5   Designers

- **Matthew Williamson**

- **Heather Towhidian**

- **Seth Sinclair**

- **Maja Dragnic**

The Designer is responsible for completing functional requirements and detailed designs within a project. The Designer is responsible for communicating with the client or team lead to ensure that design/ programming/ functional issues are resolved efficiently and accurately. The Designer is also responsible for:

- Meeting all design success metrics
- Following applicable design standards
- Ensuring that all designs are functionally and technically sound
- Ensuring that their designs integrate with the work of other Designers within the project
- Developing functional knowledge as well as ensuring programmers also develop functional knowledge
- Supervising programmers in the completion of designs
- Ensuring that the programmers meet their budgets and dates
- Reporting to the Team Leader any issues or risks
- Completing all appropriate documentation and ensure that Programmers complete their documentation as well
- Participate in quality activities such as SQAs, peer reviews, design reviews

5.2.6   Programmer/Analyst

- **Resources TBD**

The Programmer is responsible for completing programming of modules within a project in either the batch or on-line environment. The Programmer is responsible for:

- Developing a detailed test plan with expected results for each SIR, new program, or program modification that they are assigned
- Understanding the data effected by their program, and should, wherever possible, create this data using on-line conversations and batch programs
- Meeting all programming success metrics
- Follow all applicable standards
- Identifying reasons for variance from success metrics
- Becoming proficient in all CASE tools including the on-line and batch architecture, including the shells, Install/1, DB2, CICS, JCL, FileAid/Database Tool, and Xpediter/Other Debugging tools
- Developing strong functional knowledge
- Participate in quality activities such as SQAs, peer reviews, code reviews
- Comply with CM procedures
- Review design specifications

- Develop and execute test plans
- Locate and debug program errors
- Create data with on-line conversations
- Meet success metrics
- Complete documentation

5.2.7   Solution Quality Assurance (SQA) Reviewer

Various

The SQA Reviewer comes from a pool of resources drawn from across projects. To ensure objectivity, these resources are allocated to support the SQA reviews of projects other than their own. The SQA reviewer must be trained and have significant project experience. SQA reviewers are managers and above and are responsible for the following:

- Verifying that plans, standards, and procedures are in place and can be used to review and audit the software project.
- Reviewing the following to verify compliance:
    - Project management deliverables
    - Project management processes such as risk and issue management, tracking, configuration management, requirements/ scope management
    - Development processes
- Recording all nonconformance issues.
- Verifying all non-conformance issues are resolved.
- Communicating SQA statistics to management via status reports or SQA reports

5.2.8   Configuration Management (CM) / Change Control Manager

Seth Sinclair

The CM Manager is responsible for ensuring the integrity of work products within a project, including non-software deliverables such as project work plans. The CM Manager is responsible for the following:

- Setting up and maintaining directories, tools and protections
- Maintaining status of all configuration items
- Processing and tracking change requests
- Conducting audits to ensure correctness of configuration
- Coordinating reviews of change requests

5.2.9   QPI Liaison

Rondell Milton or Accenture Designate

The QPI Liaison is responsible for educating the Mod Partner staff of the engagement on the requirements for achieving CMM Level 2/3 Compliance and facilitating the process to achieve compliance.

5.2.10 Quality Manager – CMM Implementation

Seth Sinclair

The Project Quality Assurance Lead is responsible for the following tasks:

- Track the team's performance against the CMM Level 3 Best Practices Matrix.
- Take actions to move the team towards CMM Level 3 compliance, including:
- Track deliverables, documents, policies, tasks, training and other items
- Work with team members to establish due dates for CMM Level 3 related documents and deliverables
- Continue to follow-up with team members regarding CMM Level 3 related documents and deliverables:
  - Assist in reviewing CMM related documents and deliverables
  - Assist in updating CMM level 3 related documents and deliverables
  - Assist in developing CMM related project tracking metrics
  - Communicate status to the project manager
  - Adhere to all project policies and procedures, including time and status reporting.
  - Make suggestions about how to improve CMM related processes and procedures used on the DC Pension project to be more effective and efficient
  - Educate team members about the CMM concept in general and about Accenture's QPI efforts and Best Practices Matrix in particular, both formally and informally
  - Participate in quality activities such as Best Practice Reviews, SQAs, peer reviews, design reviews
  - Other duties as necessary.
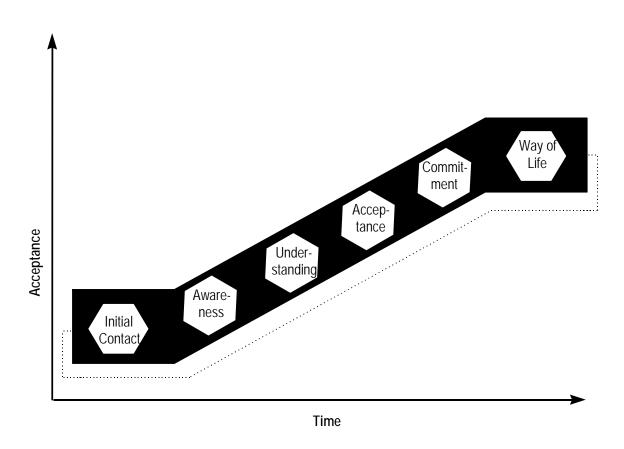
6.0 COMMUNICATION STRATEGY

The Communication Strategy provides a framework for anticipating and meeting stakeholders' information needs. The Communication Strategy ensures consistent, continuous, two-way communication between the project team and all stakeholders of the e-Audit project.

Communication enables people to understand and take part in change, rather than regard it as an imposition. Communication helps transform resistance into positive commitment. The Communication Strategy addresses the following components:

- Target Audience (who are the stakeholders impacted by the project)
- Key Communicators (who should deliver the message)
- Key Messages (what needs to be communicated about the change)
- Communication Channels (which vehicle should be used to deliver a message)
- Time frame (when and how frequently should messages be sent)
- Internal vs. External means of communication

The goal of the Communication Plan is to move all stakeholders along the Change Acceptance Curve, as depicted in the diagram below:

6.1   Internal

6.1.1   Meetings

STATUS MEETINGS

The project's leadership team (Project Manager and Team Leads) will hold weekly status meetings to discuss progress and address issues, risks, and concerns related to project deliverables, schedule, and other project activities. The meetings will also be used to conduct project information interchange activities where team members give a brief update on the tasks they are working on and share technical and functional knowledge with the rest of the leadership team. All issues and action items will be tracked in both the Issues and Action Item databases resident on the e-Audit e-project website.

SFA SPONSOR STATUS MEETINGS / BRIEFINGS

The Project Manager will hold weekly briefings with the SFA client, Randy Wolff and his core e-Audits team. The purpose of these briefings is to review status, milestones achieved, updates, risks, and issues. The briefing materials and action items, as tracked in the action item database, will serve as minutes of these minutes.

DESIGN/DEVELOPMENT TOUCHPOINTS

During preliminary design, critical design and other critical synchronization points, the Design and Development project teams will conduct meetings (schedule to be determined) to review designs and discuss issues. The purpose of these working sessions is to ensure synchronization between the two teams.

AD HOC

Below the leadership level, meetings will also be held between affected parties, as necessary, for design discussions or whenever issues concerning various individuals and/or groups need to be resolved.

PULSEPOINTS

The Modernization Partner Program Management Office also facilitates individual "Pulsepoint" meetings with each of the projects involved in the Modernization Partner Program. The purpose of the Pulsepoint Meetings is to review a project's status, risks, and issues in order to develop a list of items that need to be escalated to the Engagement Partner. In addition, budget, cost, and schedule variances are addressed, as well as the ability of the project team to meet the objectives of the Program. The attendees for this meeting include the following Modernization Partner staff: the Financial Management Team Lead, the Contracts Management Lead, the HR/Facilities Team Lead, the Project Reviews Team Lead and the e-Audit Project Manager.

PARTNER MEETINGS

Partner Meetings are held weekly to update the Engagement Partner on Metrics and other matters.

6.1.2   Reporting

TEAM STATUS REPORT

Each project team lead is required to submit a weekly status report (verbally) to the Project Manager. The discussion will focus on details of accomplishments for the period such as the name(s) and/or number of work units started, still in process, and/or completed; the plans for the following period; and issues raised and/or resolutions agreed upon. It should highlight existing or potential problems as well as outstanding issues that require management attention or action. This conversation will be driven by the workplan.

The Project Manager then prepares a weekly status report. These reports are provided to the Program Management Office and the SFA lead for the e-Audit project – Randy Wolff. The report contains highlights of accomplishments for the period such as the tasks started, still in process, and/or completed; plans for the following period; existing or potential problems as well as outstanding issues that require management attention or action and/or resolutions agreed upon.

This weekly status is accessible to all team members through the e-Audit eProject file repository. As part of the weekly overall project status report, the project manager will document any corrective actions that have been taken as outlined under Section 10.2.

BI-WEEKLY Status Reports

An executive level report (red/yellow/green traffic light format) is produced on a bi-weekly basis. It reports on the status of overall progress and performance against scope, schedule, architecture, risk, quality, communications/change management, human resources, and other reporting requirements as identified by the client.

6.1.3   Day-to-Day Communication.

Lotus Notes and email accounts are the primary means of communication among the project team members. Each Accenture team member is assigned a Lotus Notes ID. All subcontractor personnel working on the project have access to email. Microsoft's Instant Messaging Service may also used to facilitate daily communication among team members.

6.2   Communication with other groups

6.2.1   Reporting.

The Project Manager prepares and submits a regular status report to the client and to the Engagement Partner. This report summarizes the accomplishments for the week, tasks planned for the following week, and issues requiring management attention.

The engagement manager prepares a set of milestone reports for submission to the client manager. The report includes the following:

- Milestone worksheet listing all tasks, budgets, start and end dates, estimates-to-complete, variances, and earned values of the project
- Milestone schedule presenting the total budget, estimates-to-complete, variances, and earned values, as well as the bar chart depicting the percentage completion of the project tasks
- Project status showing the graphical representation of the project in terms of budget, actual, and earned values; the Gantt chart showing status in terms of work and schedule.

The following matrix represents other communication information relative to the e-Audit project:

Communication Content	Communication Audiences	Frequency	Communication Vehicles
Status	Randy Wolff	Weekly	Weekly Status
Issues	Internal Team	Weekly	Weekly Status
Status	Kay Jacks	As Required	Ad Hoc Meetings
Escalated Issues	Victoria Edwards	As Required	Ad Hoc Meetings
Status	Elisabeth Schmidt	Weekly	Weekly Status Internal
Escalated Issues	Elisabeth Schmidt	Weekly	Weekly Status Internal
Coordination Point	ITA Team	Weekly	As Needed Meetings
Coordination Point	EAI Bus Team	Weekly	As Needed Meetings
Status	PMO	Weekly	Pulsepoints
Status	IV&V	Weekly	Weekly Status
Status	IRB	As Required	IRB Briefing
Status	KPMG	Weekly	Weekly Status
Issues	All	Weekly	Weekly Status
Status	Stakeholders	Quarterly	Quarterly Update Briefing

6.2.2 Day-to-day Communication

The project team will communicate externally with other groups by means of:

- E-mail
- Conference calls
- eProject
- Fax. This method is used only when timeliness is important and when the material cannot be electronically transferred via E-mail.

Groups	Point of Contact	Expectation	Medium	Frequency
QPI Team	Rondell Milton	Conduct QPI best practices reviews as scheduled	Meetings	At key milestones or deliverable points.
User groups	Randy Wolff and e-Audit Core Team	Attend Requirements and Design JAD sessions	Meetings	2x/ week during vision and design stage
Accenture HR	Laura Acton	Provide staffing for specific requests	Email	As needed during project planning
QPI Team	Rondell Milton	Provides Quality and Process Improvement methodology	Email, meetings	As needed during project

The project team will address non-compatibility of communication tools with other groups by:

- Saving documents in various versions of software
- Printing documents

Similar to on-site teams, on occasions where documents need to be exchanged with remote teams in incompatible platforms, the sending party will convert to a version readable to the receiving party. This could include saving down to a different version or saving as a different file type.

7.0 TRAINING PROGRAM

The training program for the e-Audit project provides project team members with the knowledge and skills they need to perform their tasks within the project. The e-Audit Project Manager is responsible for ensuring that the training program is implemented as designed.

Quarterly, the training status of personnel assigned to the project will be evaluated and the training program will be revised as necessary.

e-Audit team leads will spend part of their time as training coordinators for their respective teams. They will ensure that new members undergo and complete the necessary training, and submit all training-related documentation. They will also assume the following responsibilities:

- Compile and evaluate assessment/evaluation forms submitted by trainees
- Coordinate any modifications to training materials (feedback forms are one source of input)
- Keep and maintain project training records

All project team members will undergo all required training for their roles using the appropriate training method such as CBTs, self studies, vendor training, firm/ central training, market unit training. Training will be tracked throughout the project using the e-Audit Training Plan.

A waiver is required of any team member who will be bypassing required training (for example, for those who already possess the skills necessary to perform their job). The project manager will approve and track these waivers by marking the training needs matrix with waiver and reason. The waiver template can be found in the e-Audit e-Projects File Repository.

Role	Training Requirements	Trained	Experienced	Both
Project Manager: Gene Murphy				
	Project management training on planning and tracking technical aspects of the project.			X
	Scope management			X
	Change control			X
	Quality management			X
	Configuration management			X
	Project specific training on standards			X
	Procedures			X
	Status reporting			X
	QPI Awareness Training			X

Role	Training Requirements	Trained	Experienced	Both
	Modernization Partner Orientation			X
	Front-to-Back Training			X
	E-AUDIT Project Kickoff			X
SQA Reviewer: TBA				
	CMM training: Level 2 awareness			X
	Additional SQA specific training from PI Team Project specific training on standards			X
	Procedures			X
	Quality activities			X
	QPI Awareness Training			X
	Front-to-Back Training			X
QPI Liaison: Rondell Milton				
	CMM training: Level 2 awareness			X
	Additional SQA specific training from PI Team Project specific training on standards			X
	Procedures			X
	Quality activities			X
Team Leader: Carrie Marks Development Manager				
	Project management training on planning and tracking scope management			X
	Change control			X
	Quality management		X	

Role	Training Requirements	Trained	Experienced	Both
	Configuration management		X	
	Project specific training on standards			X
	Procedures			X
	Status reporting			X
	QPI Awareness Training			X
	Modernization Partner Orientation			X
	Front-to-Back Training			X
	E-AUDIT Project Kickoff			X
Design Team Members: Matthew Williamson Heather Towhidian Seth Sinclair Maja Dragnic				
	Change control		X	
	Quality management		X	
	Configuration management		X	
	Project specific training on standards			X
	Procedures		X	
	Status reporting		X	
	Process Design		X	
	QPI Awareness Training			X
	Modernization Partner Orientation			X
	Front-to-Back Training			X
	E-AUDIT Project Kickoff			X
Development Team Members:				

Role	Training Requirements	Trained	Experienced	Both
	Change control		X	
	Quality management		X	
	Configuration management		X	
	Project specific training on standards			X
	Procedures		X	
	Status reporting			X
	Web Design			X
	Web Development			X
	QPI Awareness Training			X
	E-AUDIT Project Kickoff			X
	Front-to-Back Training			X

8.0 QUALITY AND CONTINUOUS IMPROVEMENT INITIATIVES

8.1 Team Input Procedures

The following procedures will be implemented to obtain project team member inputs on quality and continuous improvement:

- The e-Audit Project Team will abide by the precepts set forth in Accenture Policy 1162.

- The weekly status meetings will be used to solicit feedback and suggestions from team members regarding the quality of work and the effectiveness and efficiency of project processes. Sources and causes of errors will be discussed, common issues and problems will be determined, and best practices (or things that are going well) will be shared.

- The Issues/Improvements Log within the e-Audit eProject file repository will be used to document hints, questions, and issues pertaining to how things can be done better, and what pitfalls are encountered in doing the day-to-day tasks.

- Quality Sessions will be conducted to incorporate best practices and improve the processes within the project team. These sessions will be scheduled by the SQA Manager, either as brown bag sessions or a special team meetings.

8.2 Recognition Program

The e-Audit Project team knows the importance of recognizing work well done. Recognition of individuals and teams that show exemplary contribution to the project's quality objectives provides incentive to improve and creates a more productive work environment. The criteria and type of awards to be used are as follows:

- Best Improvement Idea. This recognition goes to the individual who has raised a suggestion for quality and process improvement that the team has implemented and has proven to be useful. The winner will receive a prize and will be recognized in project meetings.

- "Job Well Done" Award. The recognition is given to the individual who has supported quality categories that the team values like adhering to standards, meeting contribution to knowledge capital, etc. The winner will receive a prize and will be recognized in project meetings.

- Team-building Activities. Whenever a team's number of milestones attained becomes significantly ahead of plan, every member of that team will enjoy a team building benefit.

- Monthly Newsletter: Certain milestones and accomplishments will be mentioned in this Modernization Partner newsletter.

8.3 Peer Review Program

Periodically members of the project team will be asked to serve as peers in order to review work products produced under this task order. For those times, the following process will apply:

- The deliverable to be reviewed will be distributed at least 3 business days ahead of time.

- Peers will be invited to attend via email.

- Meeting space will be reserved.

- At the meeting time, peers will be given the chance to walk through the item from beginning to end providing any comments they have at this time.

- Minutes will be taken to document all comments and distributed to meeting participants.

- Product owners will have 3 business days to respond to all comments.

- Peer reviews will be conducted on all critical deliverables prior to client review.

9.0 SOFTWARE DEVELOPMENT PROCESSES

This section highlights the major processes that will be undertaken by the project team and the corresponding key considerations with respect to Quality System requirements and the standards with regard to configuration management.

9.1 Software Development Procedures

The standards to be followed and the steps to be performed in the development of the work product(s) and components are defined and documented by the SFA Software Life Cycle (SLC) with guidance provided by the Accenture Business Integration Methodology (BIM). The project follows Waterfall lifecycle:

Waterfall

The waterfall software lifecycle model is a systematic sequential approach to software development modeled after a conventional engineering cycle. One stage is completed before the next is begun. The idea is that there are different stages to the development and the outputs from the first stage "flow" into the second stage, the outputs of the second stage "flow" into the third stage, and so on. The sequential approach looks like a waterfall, hence the name.

There are usually five stages in this software lifecycle model: requirements, design, coding, testing, and maintenance.

Software Development Stages

Initial Requirements Gathering Phase

Before a statement of work for a new software development release is issued by SFA, initial requirements gathering activities take place. This effort can take place during a Mad Dog, Tiger Team, or other short-term effort. The requirements gathering activity begins with JAD sessions with the user community (schools, external auditors, Department of Education) to determine the initial scope of the Detailed Design effort. Ultimately high-level requirements are defined, sponsors are identified for each high-level business area, and an initial impact assessment is performed to weigh the affect of the proposed to-be requirements on the existing processes, systems, and user groups.

The final draft of initial requirements is reviewed by SFA users, community users, the Accenture test team, the development and business analysis teams, and the IVV and serves as an input to each subsequent phase of work. The requirements identified during JAD sessions require a final approval by the Department of Education.

Initial requirements gathering will involve:
- Analyzing current processes
- Formulating new requirements
- Verifying requirements with the Department of Education, external user community, developers, business analysts, and IVV
- Analyzing at a high level operating constraints and deployment requirements,
- Performing a high level impact analysis
- Refining business requirements
- Prioritizing requirements
- Finalizing requirements with the Department
- Managing and controlling changes to the requirements

Vision Phase

The Department issues a statement of work after the initial requirements gathering activities have been completed. The proposal preparation process including work planning, resource planning, budgeting, and estimating begins after the statement of work is received from the Department of Education. The proposal is a formal agreement with respect to the scope of work, client expectations, operational and deployment pre-requisites, implementation schedule, pricing (firm fixed or time & material), and resource requirements.

Requirements Analysis Phase

The requirements analysis phase begins only after the proposal is approved by the Department of Education. During the requirements analysis phase, a detailed analysis of each business area and the impact on current processing is determined. The Accenture team will follow procedures specified in the Project Plan and the Business Integration Methodology for the requirements analysis phase, when it is tasked with identifying and analyzing user requirements.

Detailed requirements analysis involves:

- Analyzing current business architecture
- Developing new software requirements
- Developing the System Requirement Description (SRD) document
- Identifying quality expectations
- Identifying usability requirements
- Identifying technology, application and physical environment requirements
- Identifying current operating constraints and deployment requirements
- Identifying performance requirements
- Identifying other operational requirements such as security
- Evaluating the impact of software changes to other systems
- Analyzing different options for implementing requirements
- Confirming objectives/goals/requirements with different user groups
- Defining relevant best practices
- Identifying and documenting changes to the business rules
- Identifying quick wins
- Confirming system development standards
- Identifying training and change management requirements
- Identifying changes to project documentation, and manuals

Functional Design

The Functional Design describes the "to-be" business processing to be provided by the system. This high level design enables all stakeholders and e-Audit team members to agree upon the general approaches for the satisfaction of baseline requirements.

A Preliminary Design is developed documenting intended implementation approaches and is briefed to all key stakeholders during a Preliminary Design Review (PDR).

Application Development / Build Phase

(Note: Application Development/Build Phase descriptions and guidelines will be updated as required

upon contract award of the detailed design and implementation phase of the e-Audit project.)

The development phase begins with a detailed design for program modules being developed or modified. The Accenture team will follow procedures specified in the Project Plan and the Business Integration Methodology for the application design phase, when it is tasked to design processes to implement user requirements.

Detailed process and data flow diagrams are developed during this phase to model behavior of the software to internal events and business transactions as well as to user interactions and other external events. Process decomposition diagrams are developed to identify elementary processes and reusable code. Entities, attributes and relationships and their respective characteristics are defined within the logical data model.

The design phase involves the following steps:
- Designing business processes
- Designing user interaction with processes
- Designing application interfaces
- Designing dialog flows
- Designing windows and screens
- Designing forms and reports
- Confirming that design supports technical and functional requirements
- Designing technical architecture such as checkpoint restart logic, and security
- Identifying constraints and risk factors such as performance issues
- Confirming that the design supports performance and quality requirements
- Designing physical database
- Developing data conversion processes

Software Testing Phase

(Note: Test descriptions and guidelines will be updated as required upon contract award of the detailed

design and implementation phase of the e-Audit project.)

The software testing phase which includes SIT (System Integration Test), SAT (System Acceptance Test) and IST (Intersystem Test) begins after all code modules are completed and unit tested. Additional information on the code and test phase or unit/component testing can be obtained from the Capability Release Build and Test stage of the Delivery phase within the BI guide.

The system integration, system acceptance and intersystem tests covered in this section are similar to assembly, product and the business capability release tests respectively.

Software Testing Stages

The specifics of the e-Audits test approach will be detailed in the e-Audits Test Plan. The system testing process is typically carried out in following three stages:

1. System Integration Test: The System Integration Test (SIT) is executed after all coding and unit testing has been completed. The system integration test involves creating a SIT test plan, developing system integration test conditions and expected results, preparing and executing the

SIT script, verifying and documenting expected results, tracking software defects, and regression testing. The purpose of SIT is to extensively test software within a system test environment

2. System Acceptance Test: The System Acceptance Test (SAT) is conducted after SIT testing has been completed. The purpose of SAT is two-fold. First, after testing specific code revisions within SIT, the acceptance test is executed to validate that the code changes have not adversely impacted other parts of the system. Second, the system acceptance test is used to verify that the system requirements have been accurately implemented and that the system is able to fulfill the desired functionality.

3. Intersystem Test: The Intersystem Test (IST) is executed after the completion of SAT. The purpose of IST is to test the system's interface with other systems. This test ensures the different systems interface correctly with one another. IST will test software in multiple systems by executing a single end-to-end test. Whenever possible, production data will be used to execute the test script. Intersystem testing requires the creation of a common Intersystem test plan and test scripts.

Software Testing Approach

The e-Audit project uses the principles of the "V-Model of Testing" for all software testing purposes. The V-Model is a framework for achieving stage containment as it relies on each deliverable to be verified, validated and tested before being passed to the next stage. The goal of stage containment is to minimize the number of problems passed to the next stage. The V-model requires that each testing stage be well defined and standardized so that advancement of a deliverable from one stage to another is based on definite requirements for that stage being fulfilled.

The following guidelines will be followed while planning any testing effort:
- Plan early
- Develop the test plan to document test objectives and scope
- Develop the work plan and determine test resources
- Determine requirements for the test environment
- Determine code and data model migration schedule
- Determine risks and develop risk mitigation strategies
- Determine regression test approach
- Determine specific QA requirements for obtaining signoff from IVV and the Department
- Define test conditions, expected results and test cycles
- Develop test data
- Develop test scripts
- Develop contingency plan
- Minimize gaps and overlaps between testing stages
- Develop well-documented, repeatable test models
- Verify mechanism for managing code and data model versions
- Verify problem identification and resolution process
- Implement validation and verification techniques for each test stage
- Determine and apply entry and exit criteria to each stage

Test Scripting Guidelines

The execution script for the test will be developed after test conditions and expected results have been finalized. All test conditions are grouped into test cycles. The expected results and the level of

priority is noted for each test condition. The requirement being tested within the test condition is noted to ensure that all system requirements are tested. The test scripts will include a schedule for database backup and restore activities.

The system acceptance test conditions are derived from the requirements specifications document. The system acceptance test conditions will be developed to test functional processes. The system integration test conditions are more detailed as they test every system module and are therefore based on the detailed design specifications. The system integration test conditions will address all edit conditions, field value conditions and other specific conditions. The system integration testing will ensure that each program module is functioning properly with other associated programs.

The primary purpose of the intersystem test is to verify the accuracy of interfaces between e-Audit and related systems.

Execution of SIT, SAT and IST scripts will take place in logically separate test environments.

Test Verification

The V-model relies on each deliverable being verified, validated and tested before being passed to the next stage. Verification involves inspection of the test results to ensure correct functional processing and application of business rules, correct application of technology, and adherence to application and development standards.

Validation ensures that requirements specified within the requirements specifications and detailed design documents have been fulfilled. Validation is generally accomplished through inspection, prototyping and simulation. Testing makes sure that the requirements have been correctly implemented.

Test plans, test conditions, test scripts, test data and expected test results for SIT, SAT and IST are initially reviewed by the Accenture test manager and test lead for the effort. Approval for test plans, test scripts, test conditions and expected test results is obtained from the Department prior to the actual test execution. The Accenture test team performs test execution and verification. The Accenture test team reviews each deliverable and all actual test results with the Department. A Test Analysis Report (TAR) is prepared at the completion of each test to conduct an overall assessment of the test.

Regression Test

Multiple passes of each cycle will facilitate regression testing. Test cycles will be repeatable so that the same test conditions with the same test date can be re-executed as a part of the regression test. If a deliverable fails the prescribed verification, validation, and testing, it is demoted to the previous stage or to the stage where the defect occurred. All software defects are logged and tracked in the e-Audit SIR Tracking database. For each code fix, a complete unit test will be re-executed. All associated SIT and SAT test conditions are re-executed prior to closing the SIR.

First Live Batch Phase
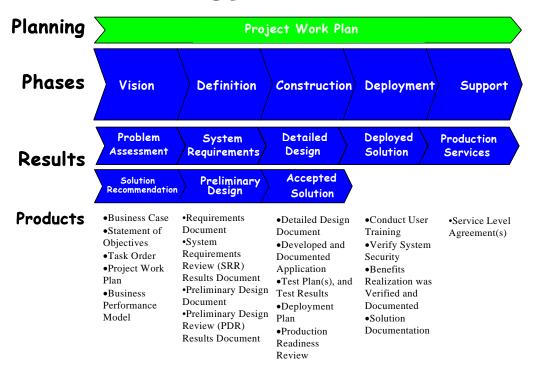
The First Live Batch phase of the project follows the deployment of software into the production environment. A Production Readiness Review (PRR) is conducted prior to deployment and First Live Batch to verify that all testing has been completed successfully. The period of First Live Batch (FLB) continues for one month, during which the new software is monitored closely as it processes production data. Any defects detected during this period are addressed as emergencies. All FLB issues are documented and tracked in the FLB Issue Tracking document. Testing is repeated if FLB issue resolution requires code modifications.

9.2   Overall Process Diagram

SDLC Process

Planning	Project Work Plan				
Phases	Vision	Definition	Construction	Deployment	Support
Results	Problem Assessment	System Requirements	Detailed Design	Deployed Solution	Production Services
	Solution Recommendation	Preliminary Design	Accepted Solution		

Products					
•Business Case •Statement of Objectives •Task Order •Project Work Plan •Business Performance Model	•Requirements Document •System Requirements Review (SRR) Results Document •Preliminary Design Document •Preliminary Design Review (PDR) Results Document	•Detailed Design Document •Developed and Documented Application •Test Plan(s), and Test Results •Deployment Plan •Production Readiness Review	•Conduct User Training •Verify System Security •Benefits Realization was Verified and Documented •Solution Documentation	•Service Level Agreement(s)	

10.0   QUALITY ASSURANCE PROCESSES

10.1   Quality Verification Process Matrix

Quality verification consists of 5 major activities:

- Ongoing Management Review
- Process Reviews
- Management Deliverable Reviews
- Peer/ Technical Deliverable Reviews
- CQMAs
- Quality Assurance Reviews

These activities occur throughout the development lifecycle as shown in the matrix below. Below is the description of each of the columns in the table:

Process	Activities involved in the verification process
Timing	Frequency or schedule followed in performing a specific verification process.
Doc. Requirements	Documentation produced from the verification process.
Resp.	Individual or team responsible for performing the process.
Objectives	End-goal or purpose of performing the process, i.e. After performing process, which quality program has been verified?

Process	Timing/Sample Rate	Resp.	Objectives
Ongoing Management Review			
Project Status Review	Weekly	Project Mgmt	Monitor and control project's progress
Project Team Satisfaction Survey	For multi-year projects, every six (6) months Otherwise, at the end of each phase.	All project team members	Measure project team satisfaction and identify potential areas for improvement
Client Satisfaction Survey (CSS) or Management Survey	Once annually	Project Mgmt	Measure SFA and Mod Partner satisfaction
Process Reviews			
SQA Reviews	According to SQA schedule	Project Manager	Project is following processes and standards listed in Section 9.

Process	Timing/Sample Rate	Resp.	Objectives
Enterprise Configuration Management Implementation (ECMI) Peer Reviews	According to ECMI schedule	CM Lead	Ensure that SLC-Based CM Best Practices are followed
Management Deliverable Reviews			
Document Review	After completion of each Project Management Deliverable (100%)	SQA Manager	Product is consistent with standards in Section 9.
Peer/ Technical Deliverable Reviews			
Requirements Review	After completion requirements document (100%)	Team Leader	Product is consistent with standards in Section 9.
Design Review	After completion of each design package (100%)	Team Leader	Product is consistent with standards in Section 9 and with baselined requirements.
Code Inspection	After obtaining a clean compile (100%)	Team Leader	Product is consistent with standards in Section 9, with baselined requirements, and design.
Component Test Review	After component testing (100%)	Team Leader	Component testing is complete and accurate; Code is working according to specs
Assembly Test Review	After assembly testing (100%)	Team leader	Objects comprising a logical unit of work are complete, consistent, & interact with each other
Product Test Review	After product testing (100%)	Project Manager	System meets client requirements
CQMA			
Client Quality Management Assessment (CQMA)	According to CQMA schedule	QMA partner	Assess the effectiveness of e-Audit Project service quality mgt efforts

10.2 Preventive and Corrective Action Procedures

The conduct of various status meetings and brown bag sessions are aimed at preventing the occurrence of major problems during the life of the project. The various inspection and review processes, on the other hand, are aimed at detecting errors in the product as they occur and addressing these to ensure that they do not get passed on to the next phase of the development life cycle. Another procedure that aims to prevent problems and correct errors is the issue tracking system.

- During the weekly status meetings, functional and technical issues and problems will be discussed to promptly address and resolve them before they impact schedule and budget.   In addition, critical issues or problems requiring urgent attention will be raised by the team leads and/or the project manager, and meetings and/or conference calls will be scheduled as necessary.

- Causes of errors found during the inspection and review processes will be determined and documented using the error/defect tracking worksheet. Individual observations (e.g. during the inspection and testing processes) will be discussed during the team and/or project meetings to ensure that the causes of problems or errors are eliminated by the project as a whole.

- Any error detected during product tests that necessitate changes will be documented as a Systems Investigation Request (SIR) which should be approved by the team leader and/or engagement manager depending on the impact of the change. Refer to the SIR procedures in the e-Audit eProject file repository.

- If a flaw lies in the existing project standards and procedures, the related documentation will be modified to reflect the corrections and the team will be notified for immediate implementation.

- Should any thresholds Metrics thresholds listed in section 4 be exceeded, e-Audit project manager is responsible for gathering information, analyzing and addressing the issue. The means by which the manager addresses the issue could include rebaselining of the workplan and or remedial actions taken to spur improvements in adherence to standards that would keep the project team within the acceptable thresholds.

10.3   Issue Tracking

ISSUE DEFINITION: Issues describe situations that have occurred, or are occurring. Issues can imply something is wrong, or that a key decision needs to be made.

e-Audit has implemented an issue tracking procedure involving the use of the e-Audit Issues Log. Standard operation procedures associated with the utilization of this log are available on the e-Audit eProject file repository under the issue log/tracking sub-folder.

Pertinent steps are shown below:

- Identify and document issue using the e-Audit Issue Log tool

- Review issue and analyze impact on deliverables, scope, contingency, resources, costs, schedule, and/or quality. Identify resolution approval party, issue owner, and determine expected time frames

- Research and identify issue solution alternatives

- Escalate issue to program/ senior management when the project cannot resolve the issue internally and when they impede the progress of a project and are beyond the authority of the project manager to resolve. These are generally issues that 1) Cannot be resolved within a project team, 2) Are resolvable with action items, 3) Can be escalated to the next level, 4) Are reactively discovered during the course of development, 5) Affect program/project scope, costs, schedule, projected business performance, or high level design, 6) Affect multiple projects or releases, 7) Involve groups outside the project that affect project delivery

- Monitor issues status and approve or reject resolutions

- Communicate resolutions to stakeholders and affected parties

- Take corrective action

If a separate Issue Management Plan exists or if a project uses another document that describes the detailed issue tracking procedures, reference the document here instead of describing the procedures.

10.4 Risk Management

RISK Management: If Risk situations do occur, they could have a significant impact on the project. This section serves as guidance and the plan that should be followed to manage risk.

The e-Audit project follows the following risk management procedures:

Step	Action to be taken	Stage of the Risk Management Process
1	Identify a risk if one exists	Risk Identification
2	Assign a name to the risk	Risk Identification
3	Include risk in the e-Audit Risk Tracking Mechanism. Two mechanisms exist; the Risk section of weekly Status reports (for severe risks) and the issues/risk log (for risks that must be tracked). Additionally, potentially impactful e-Audit Risks should be entered into the consolidated e-Audit Risk Management Tracking Log.	Risk Identification
4	Document known triggers for each risk item as well as the source of the risk	Risk Identification
5	Analyze the risks identified by brainstorming or in management team meetings.	Risk Analysis
6	Risks are also to be classified as either high, medium, low.	Risk Analysis
7	Identify how the risk can be avoided or mitigated	Risk avoidance activities attack the source of a risk reducing the probability that it will become a problem.
8	If risks cannot be avoided or mitigated sufficiently, they must be raised to project management.	Risk Avoidance and Mitigation
9	If the project Manager is unable to avoid or sufficiently mitigate the risk, working with the client's project manager, it should be raised with the project engagement partner.	Risk Avoidance and Mitigation
10	The Partner may choose to address the risk to Client higher management in order to resolve.	Risk Avoidance and Mitigation

10.5   Other Quality Verification and Assurance Processes

CQMAs will be conducted to ensure that the project is conducted in line with the firm's QVS objectives.

Quality Assurance (SQA) reviews will be conducted to ensure that the project adheres to the quality system requirements, as well as to point out areas for improvement. During SQAs, causes of nonconformities will be identified, corrective actions determined, and preventive action procedures determined as well. Implementation of these action points will be verified by the reviewer during the follow-up audits. For more details, refer to the project SQA Plan.

Staff satisfaction surveys will be conducted semiannually to measure project team satisfaction, and identify potential areas for improvement. Problem areas and causes will be determined, and the corresponding preventive and corrective action procedures defined.

Client satisfaction surveys will be conducted to measure client satisfaction, determine the strengths and weaknesses of the project team, identify problems and areas for improvement, and identify corrective and preventive action procedures.

10.6   Peer Reviews

Peer reviews will be conducted on the project as outlined in the project work plan. The peer review process can be found in the SLC.

10.7   SQA Reviews

Solution Quality Assurance (SQA) is a process which ensures the e-Audit project's work products, project management processes, high-level development processes, and day-to-day practices conform with the project's documented processes and standards. The primary targets of the Solution Quality Assurance process are project management and development. Solution Quality Assurance, when applied consistently at all levels of the project, can have a profound impact on the consistent use of standard practices and the take-up of new processes.

This SQA process is designed to verify compliance to the e-Audit project's processes and standards, communicate non-compliance items to senior management, recommend corrective action and facilitate follow-up of all identified non-compliance items. SQA also allows for process improvement and learning.

Solution Quality Assurance activities are planned. The e-Audit Project Plan and the e-Audit Work Plan should reflect Solution Quality Assurance activities for e-Audit, and should allow for adequate resources, specify dates, and assign responsibilities. Individuals who will be performing the reviews should also be identified up front. This process is iterative, which must be continually executed, evaluated, and enhanced, in order to effectively add value to Accenture engagements.

Adherence of work products and activities to the applicable standards, procedures, and requirements is verified objectively. The key words here are "activities" and "objectively". It is the responsibility of the SQA reviewer to help verify that the project-defined standards are enabling the overall success of the e-Audit project.

The SQA reviewer informs affected groups and individuals of Solution Quality Assurance activities and results. Results of SQA reviews are shared with everyone who is affected by the results: the author, project manager, program management office, the project partner, and the Process Improvement (PI) Liaison. The results include the documented findings of the SQA reviewer, as well as the documented actions that will be taken to address non-conformance items that are found.

Non-compliance items that cannot be resolved by the e-Audit project team are addressed by senior management. When issues arise with executing the project according to plan, or with a change in the assumptions upon which the plan was built, they must be addressed. The e-Audit project leaders and the

SQA reviewer must agree on a resolution to any non-compliance item discovered in the SQA review. Items that cannot be resolved at the project leader level are escalated to senior management for resolution. By having a formal escalation policy and defining time boxes for responses, sensitive issues are more likely to be dealt with before a crisis occurs.

The overriding goal of the SQA plan is to ensure that the e-Audit team satisfies our client quality expectations and meets the obligations and objectives identified in the e-Audit contract and project plan. Our ability to deliver quality services is central to that end.

11.0   CLIENT-SUPPLIED ITEMS

11.1   Receipt and Acceptance

The client-supplied materials for the e-Audit Project development project are composed of the detailed design specifications of the modules for programming. Acknowledgment of receipt of the detailed design specifications will be communicated to the e-Audit team via Lotus Notes.   High-level design specifications are developed and reviewed by analysts from the project team during preliminary systems design. Modifications or additions required will be communicated via change requests (see related topic on Change Control).

Consigned materials, such as hardware and software, are inspected and verified by the Technical Support team upon delivery. The procedures on inspection and verification of these materials are defined in the *Technical Procedures section* of the e-Audit eProject e-Project file repository.

11.2   Maintenance and Reporting

A complete inventory of client-supplied materials is found in the e-Audit eProject e-Project file repository. Every three months, these materials will be inspected by the project controller for their condition. The updated inventory form is submitted to the engagement manager within three days after the inspection. It is the engagement manager's responsibility to ensure that the client-supplied materials are in good condition, and to report promptly to the client any discrepancies, losses, damages or problems regarding the client supplied materials. The hardware are maintained under contract by MECO and, although the Office Services Group handles relationships with MECO, a report on the condition of the hardware is submitted to the engagement manager every other month.

The procedures relating to the maintenance of client supplied materials, as well as reporting the condition of these to the client can be found in the Client-Supplied Materials section of the e-Audit eProject e-Project file repository.

In the case of the e-Audit project, most Accenture and subcontractor resources are housed and provided the appropriate support tools (phones, furniture, e-Project, etc.) in the SFA project site located in the Union Station building in Washington DC. The engagement team provides substantially all materials. This includes:

- A facility manager and receptionist
- Office equipment (PCs as needed, copiers, printers, projectors, fax machines, etc.)
- Office supplies (paper, pencils/pens, folders, notebooks, etc.)
- LAN support (servers, routers, hubs, help desk/tech support, e-Project administrators, etc.)
- WAN connectivity to client computing environments - EDLAN, Virtual Data Center (VDC)
- WAN connectivity to Accenture Lotus Notes environment
- High speed access to Internet
- Other incidentals (plants, etc.)

APPENDIX A. RESOURCE PLAN (WORK PLAN)

The e-Audit Project Resource plan can be viewed in the e-Audit e-Project file repository at the following location:

eProject Path – Project Management\Work Plan

APPENDIX B. CONFIGURATION MANAGEMENT PLAN

The e-Audit Configuration Management Plan is located on the e-Audit e-Project File Repository at the following location:

eProject Path – CMMi\CM